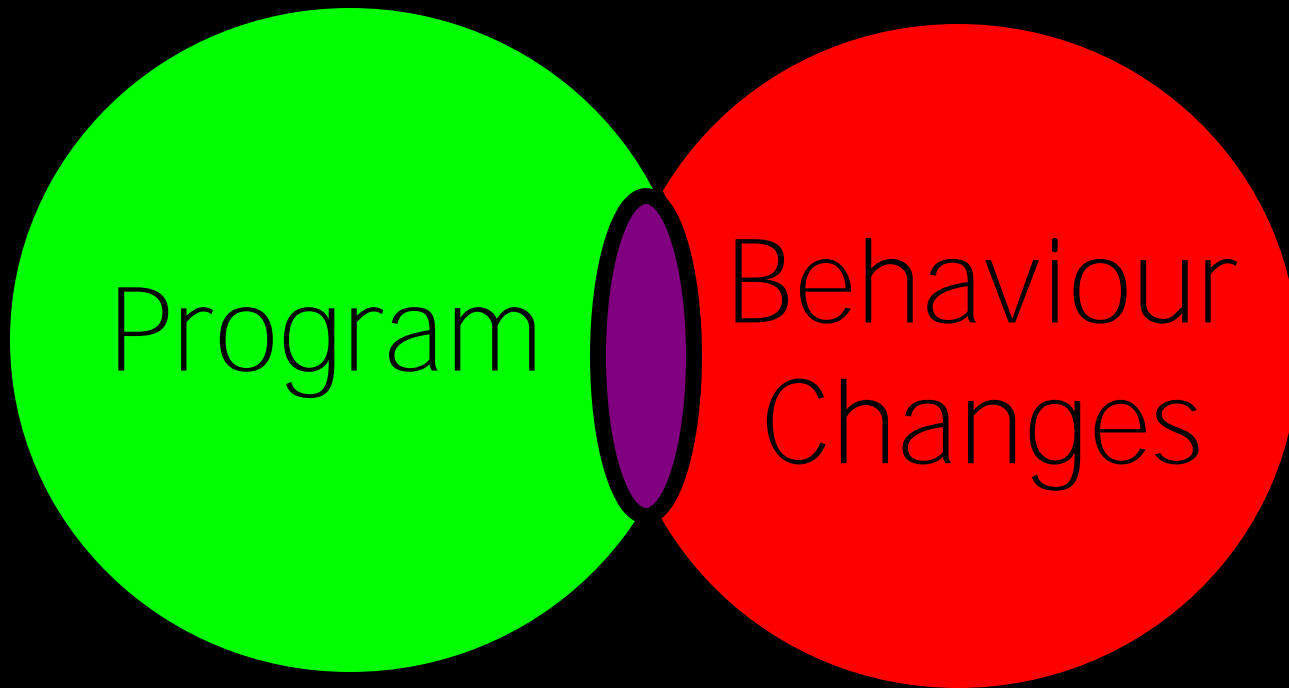


Cartographie des incidences

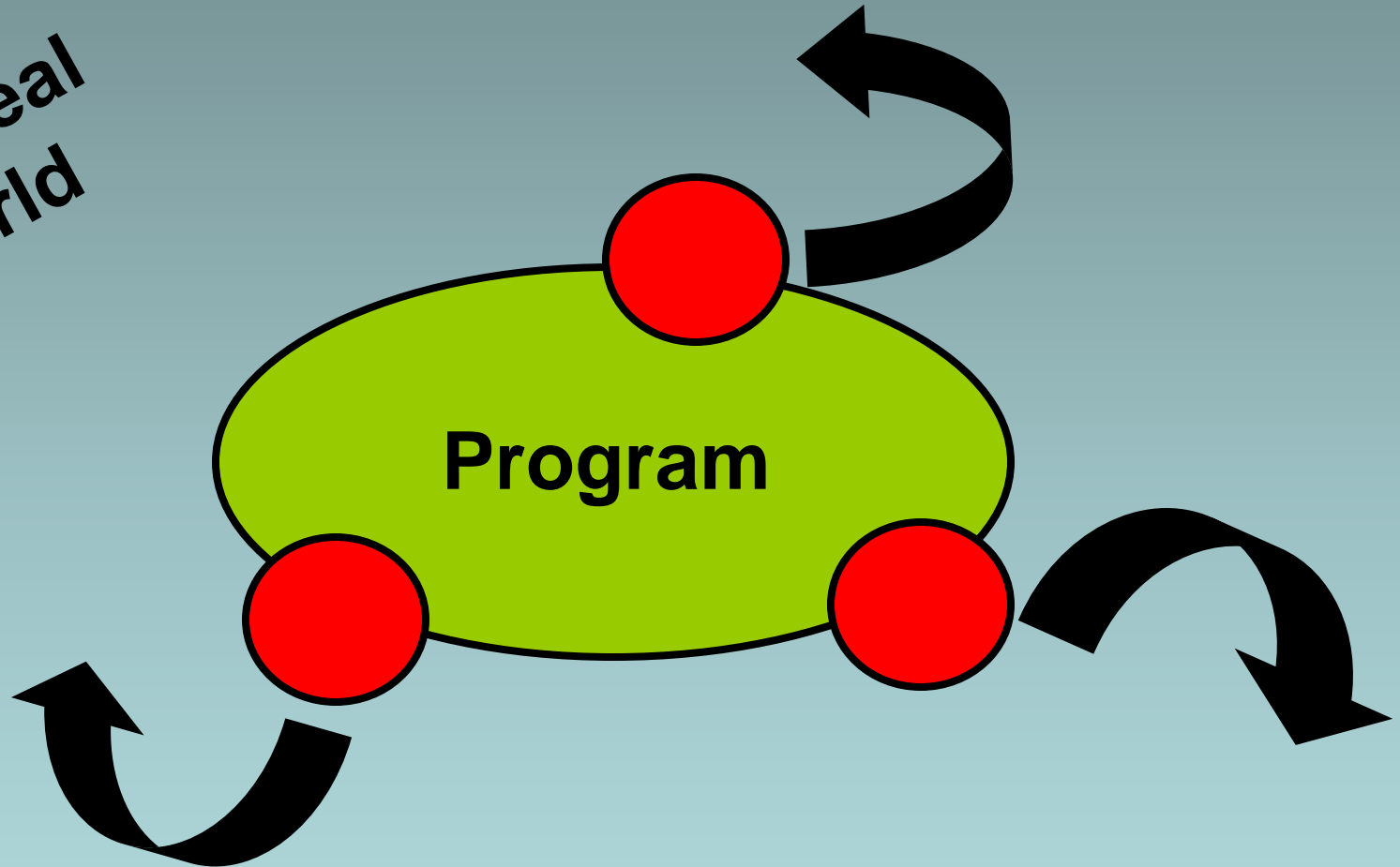


assessing influence



Program's Sphere of Influence

The Real
World



 = Program's Partners

Base de la Cartographie des Incidences

Initiatrice / base

- CI a été développée à la fin des années 1990 par IDRC Ottawa. C'est une approche relevant des sciences sociales.
- Publication: Outcome Mapping - Building Learning and Reflection into Development Programs. Sarah Earl, Fred Carden, Terry Smutylo. IDRC, Ottawa 2001 (Manual)
- CI est une méthode de gestion de projets, de programmes et d'organisations dans la coopération au développement

La cartographie des incidences (CI)....:

- est un instrument servant à planifier, à contrôler et à évaluer de nouveaux comportements de partenaires limitrophes
- définit „incidences“ comme des changements de pratiques, activités, positionnements et interrelations de partenaires
- se concentre sur les processus d'apprentissage et les capacités d'action
- crée un équilibre entre responsabilité et apprentissage

keeping your eyes wide open

- Being attentive along the journey is as important as the destination



looking at the bigger picture

- Seeing yourself as a part of a interconnected web of relationships and systems



recognizing that change is...

- Continuous
- Complex
- Non-linear
- Multidirectional
- Not controllable



development
involves complex
interactions

&

you can influence
but not control

your partners (They are NOT like billiard balls!)



**Therefore, think contribution not
attribution!**

focus on direct partners

- Key concept is
« boundary partners »
- The individuals,
groups, and
organizations you
work with directly and
anticipate
opportunities for
influence



Evaluation to support innovation:

Traditional Evaluations:

- Judge success or failure
- Measure against fixed goals
- External for objectivity
- Linear cause/effect models
- Accountability to external
- Accountability for control, blame
- Evaluator controls evaluation
- Engender fear of failure

Developmental Evaluations:

- Provide feedback for improvement
- New measures as goals evolve
- Internal, integrated, interpretive
- Seek to capture system dynamics
- Accountability to values, commitments
- Understand & respond strategically
- Evaluator matches process to context
- Feed hunger for learning

Adapted from: Patton, Michael Q., 2006, "Evaluation for the Way We Work", 41
The Nonprofit Quarterly, Spring.

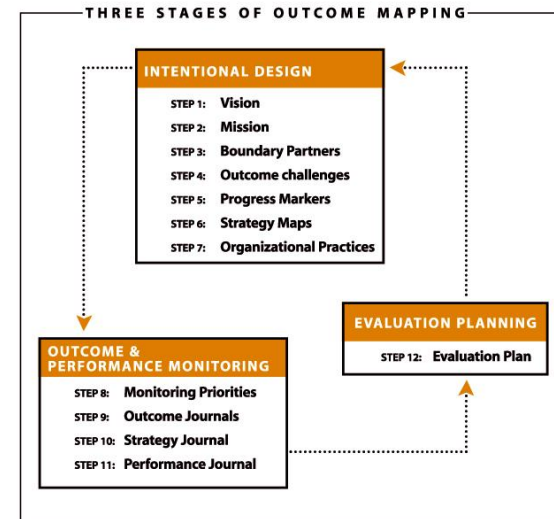
what is outcome mapping?

- A methodology for planning and assessing the social effects & internal performance of projects, programs, & organizations



a flexible, multiple-use tool

- Planning
- Monitoring
- Evaluation



Definition des intensions

1. Vision d'avenir
2. Mission
3. Partenaire limitrophes
4. Incidences visées
5. Marqueurs de progrès
6. Grilles stratégiques
7. Pratiques organisationnelles

Suivi des incidences et du rendement

8. Priorités du suivi
9. Journal des incidences
10. Journal des stratégies
11. Journal du rendement

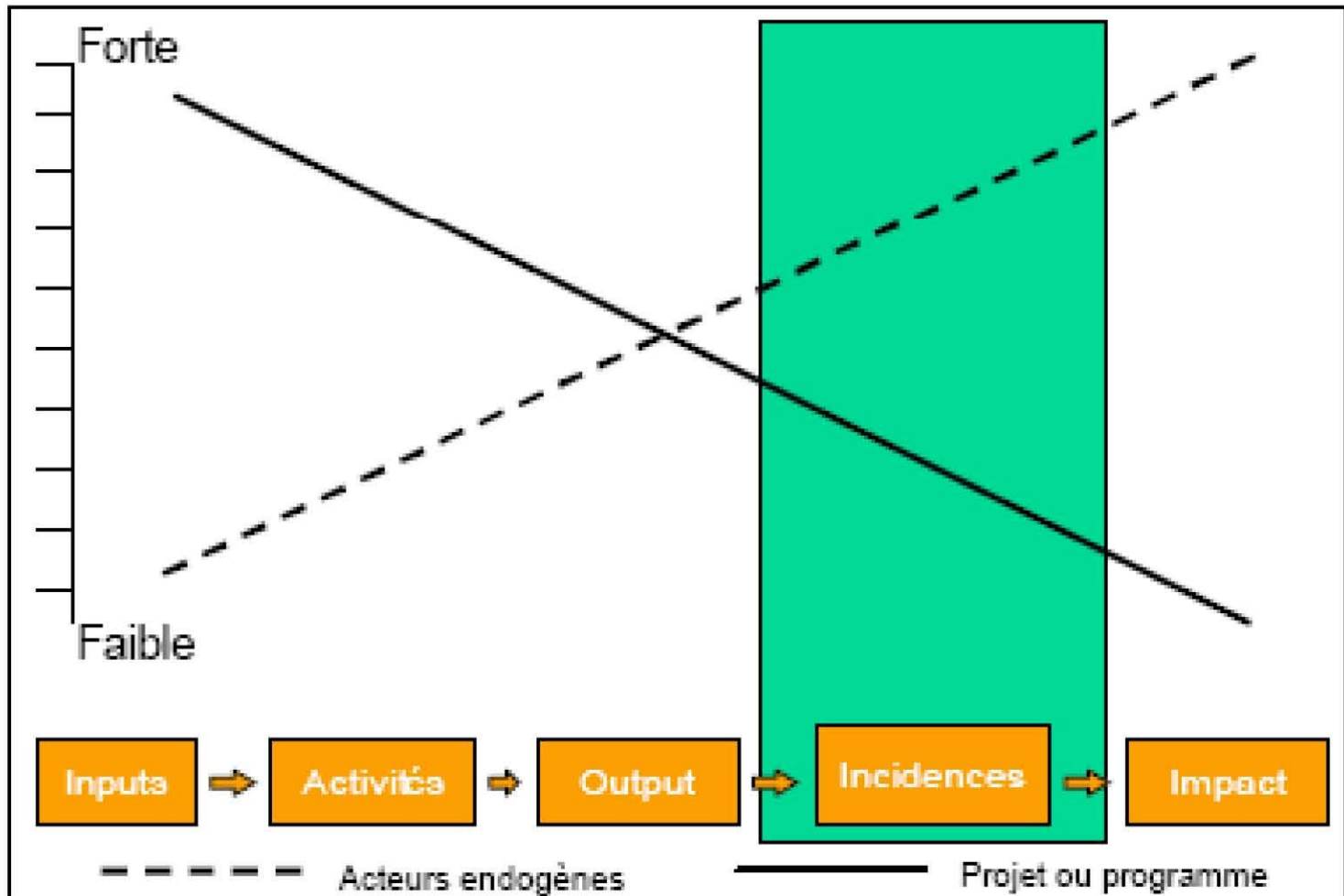
Planification de l'évaluation

12. Evaluation

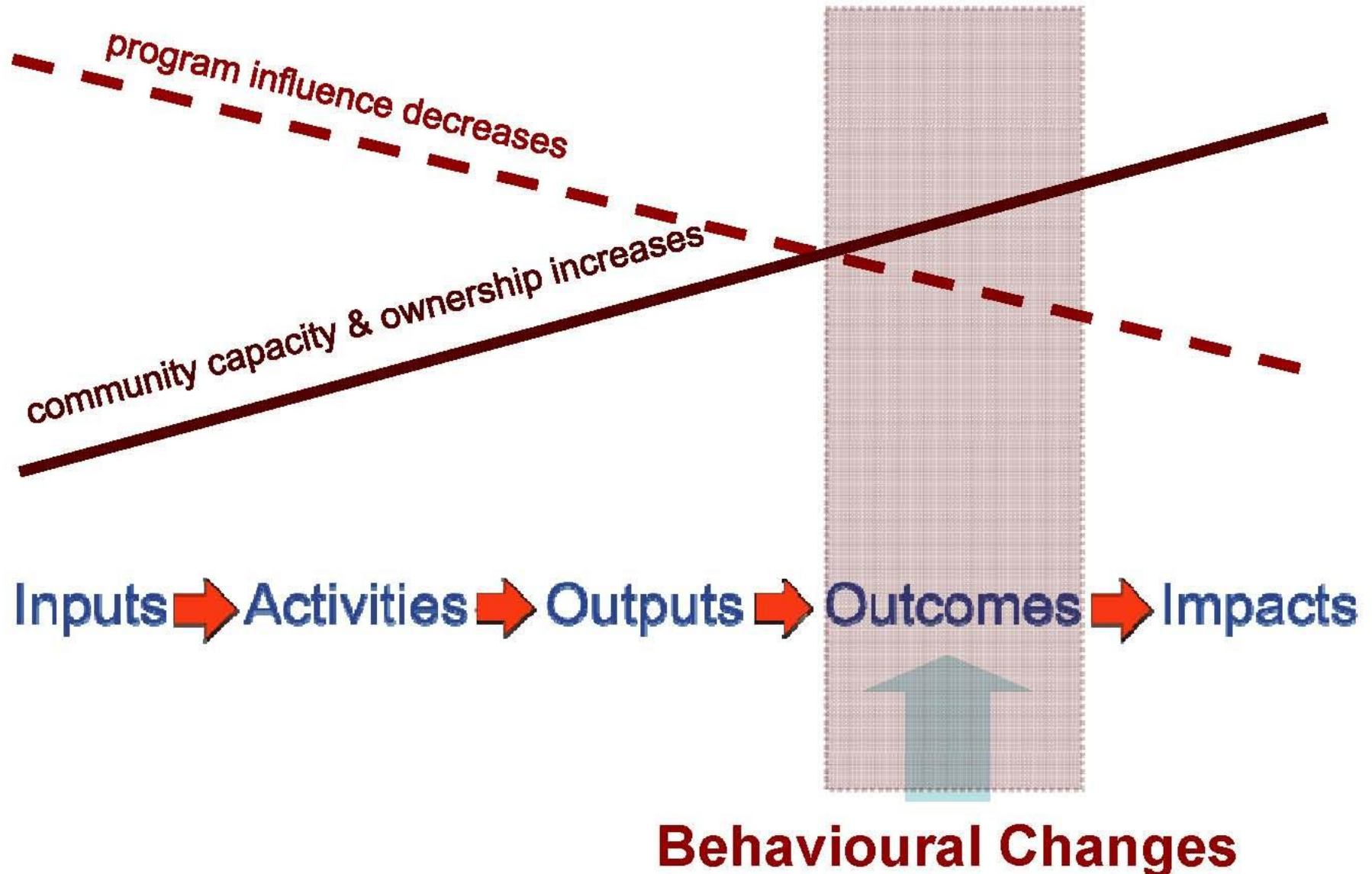
Trois phases – 12 pas

- Planification
- Suivi
- Evaluation

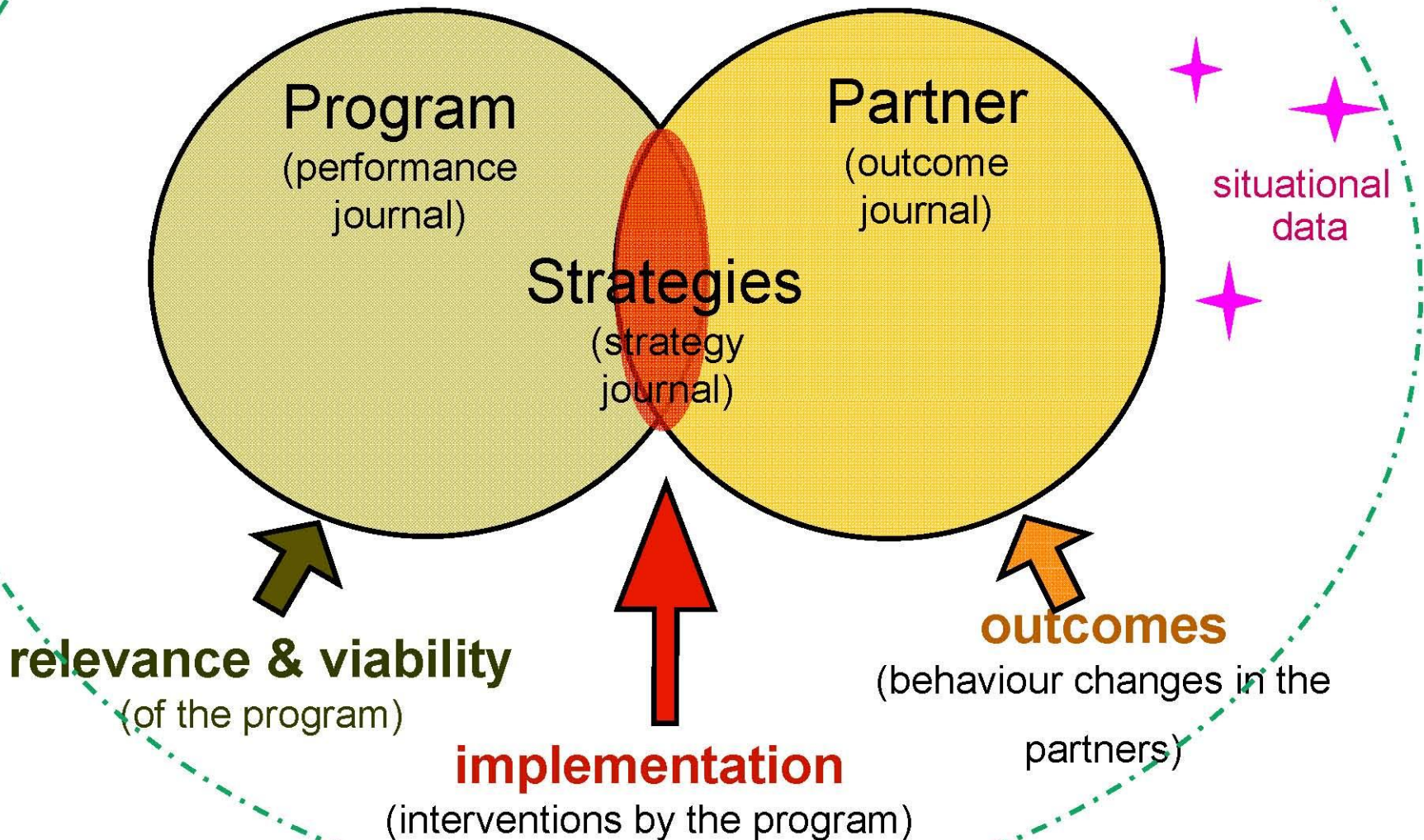
Qu'entendons nous par « Incidences »



focus of outcome mapping



planning and assessment possibilities in OM



moving from stakeholders...

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- ◆ Ann Weston
- ◆ Antonio José J. Botelho
- ◆ Carlos De la Torre
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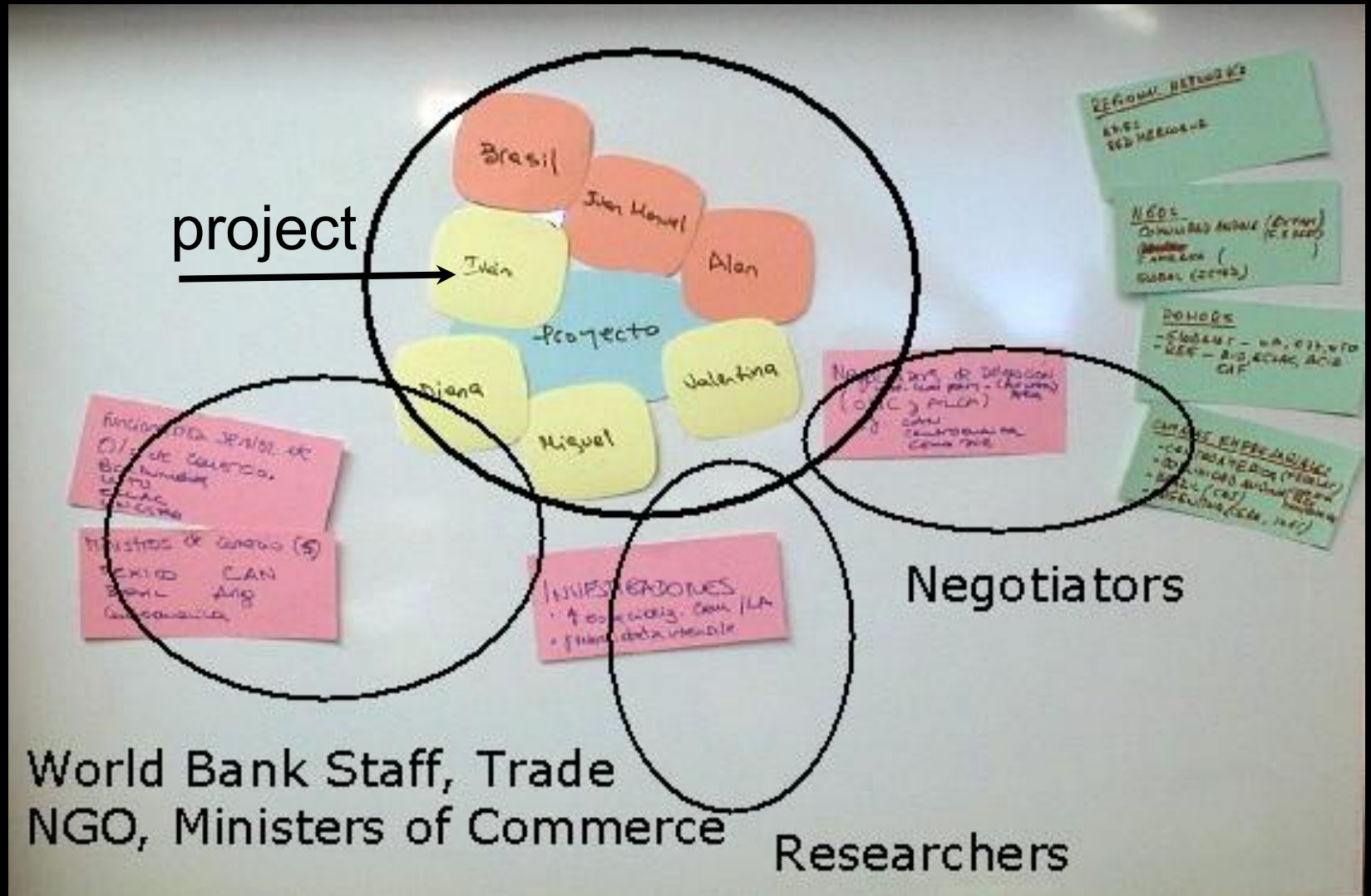
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- ◆ Instituto de Estudios Económicos y Sociales (IEES-Perú)
- ◆ North-South Institute (Canadá)
- ◆ Organización de Estados Americanos (OEA)
- ◆ Organización Mundial de Comercio (OMC)
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...to boundary & strategic partners



7 planning steps

Why?

vision

Who?

boundary partners

What?

outcomes challenges
and progress markers

How?

mission, strategy map,
organizational practices

boundary partners

Those individuals, groups, and organizations with whom the program

- interacts directly to effect change
- anticipates opportunities for influence
- engages in mutual learning

boundary partners facilitation questions

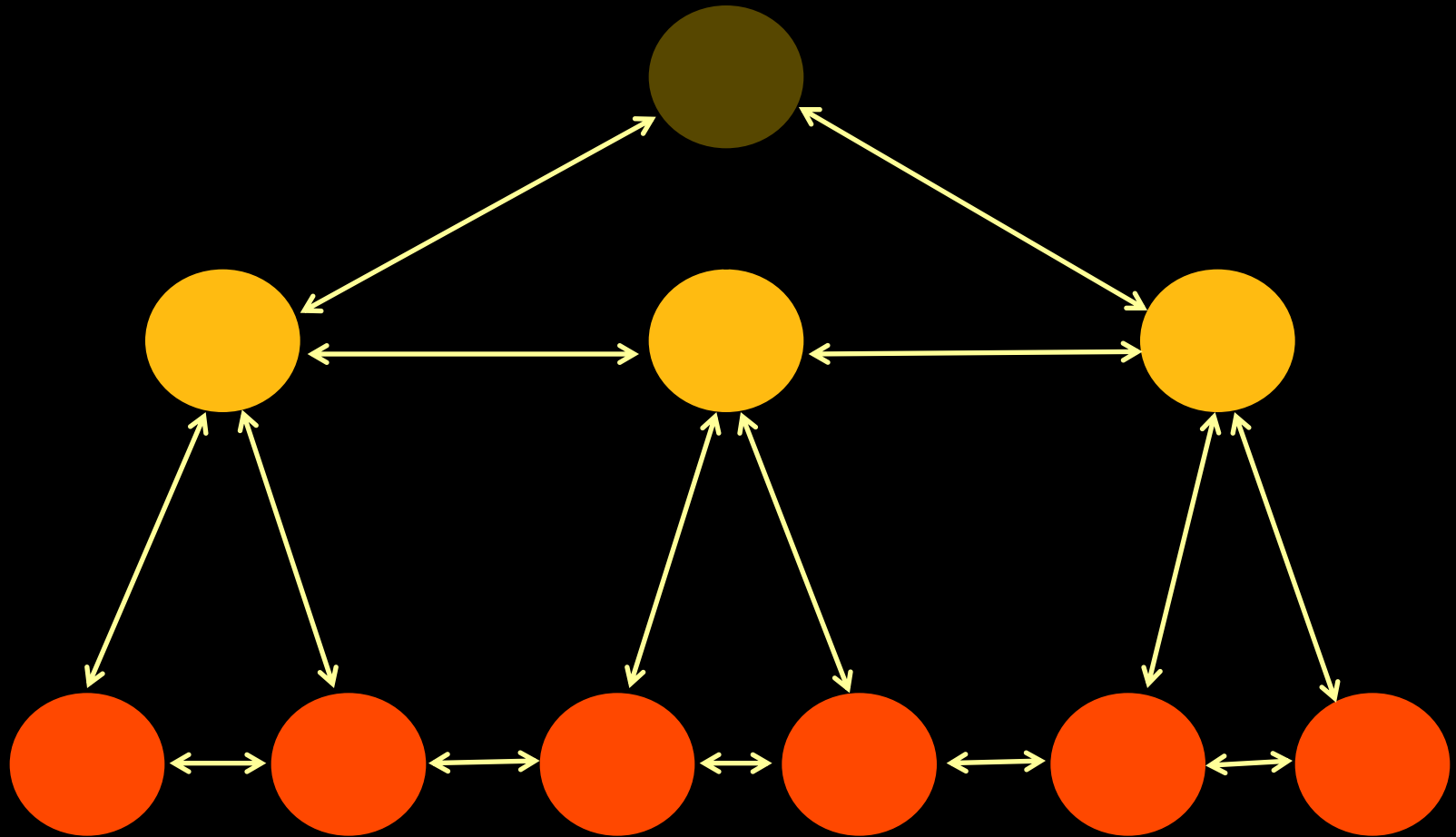


In which individuals, groups, or organizations is your program trying to encourage change so that you can better contribute to the vision?

With whom will you work directly?

Are you choosing X boundary partner because you want to influence their behaviour and actions, or because they will influence others? Or both?

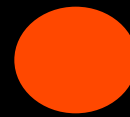
boundary partners have boundary partners



program



program's bp



bp's bp

strategic partners

- ✓ selected on the basis of their contribution to the mission
- ✓ a person or group with whom the program works directly to achieve the mission, without necessarily wanting to change the partner's behaviour

Examples

Donor agency

Contracted service

Other NGOs doing similar work

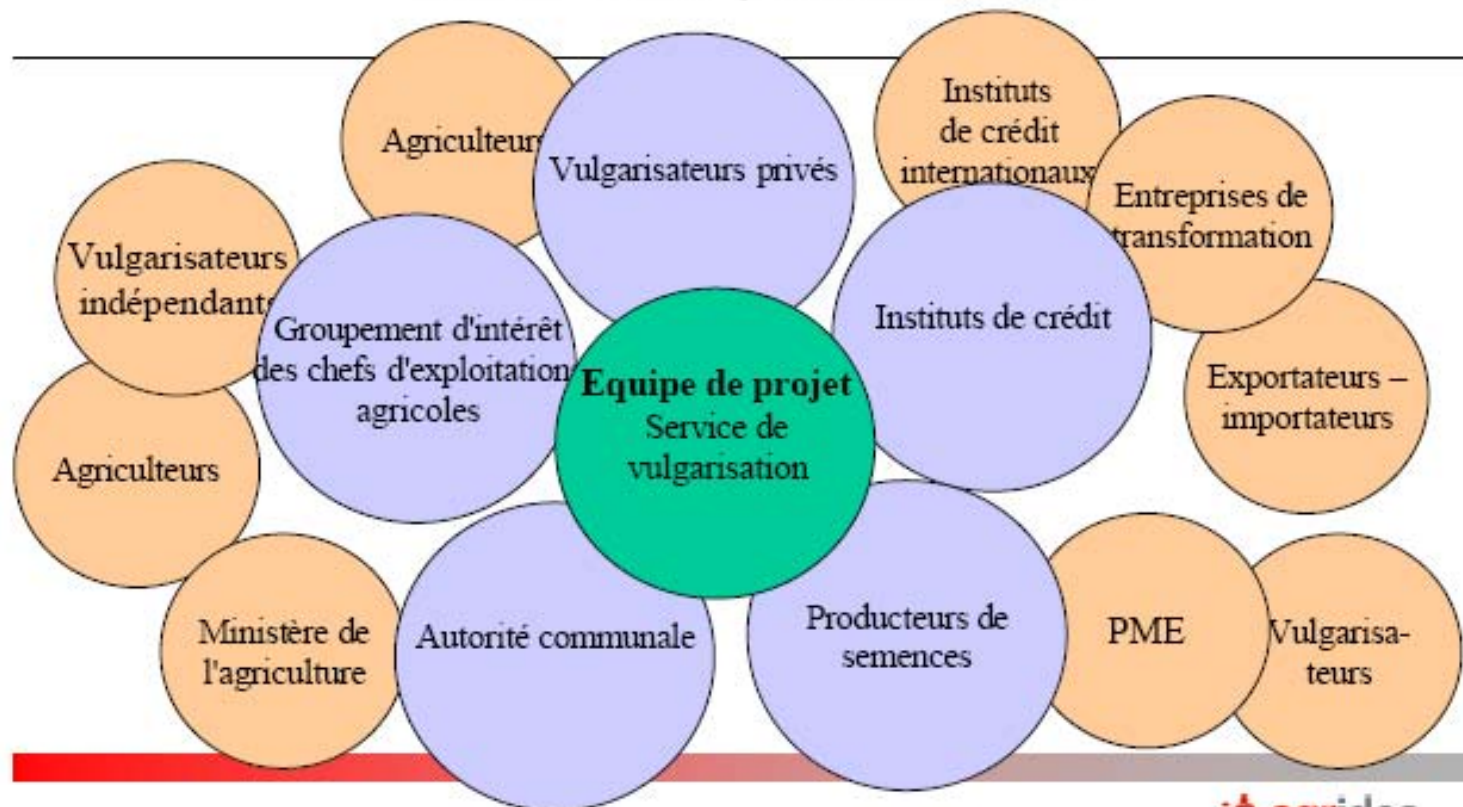
Media

Identifying boundary partners

Comment Identifier les partenaires limitotrophes?

- Identify possible actors or stakeholders
 - *Identifier les acteurs possible*
- Conduct stakeholder analysis
 - *Conduire une analyse des acteurs*
- Categorize stakeholders
 - *Categorizer les acteurs*
- Identify boundary partners
 - *Identifier les partenaires limitotrphes*
- Identify boundary partners of boundary partners
 - *Identifier les partenaires des partenaires limitotrophes*

Choix des partenaires



Equipe de projet

2. Mission / contribution de l'équipe de projet

6. Stratégies de projet et de soutien

7. Pratiques organisationnelles

Partenaires du projet

1. Vision

3. Partenaires directs du projet

4. Incidences visées

5. Marqueurs de progrès